Mitigating Real or Perceived Risks

A Pro-active Approach for Dealing with Naysayers and Critics

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Presenters

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Mitigating Real or Perceived Risks
A Pro-active Approach for Dealing with Naysayers and Critics)

- Tips and techniques for dealing with Naysayers and Critics

- Creating and championing policy decisions that support 'open'

- How to be successful in anticipating and addressing real or perceived risks from your key global stakeholders

- Mitigating risk by partnering with key stakeholders

- How to leverage the combination of reporting, automation and engagement to address concerns (i.e. abuse reporting, etc)

- Leveraging community management and user advocates to promote real-time awareness and user supported governance

What are the risks you see/fear?

Executive

- I want the benefits of
  - Innovation
  - Efficiency
  - Collaboration
  - Time to market

- But I worry about
  - "**Social Software**" tools are not **serious** (we aren't paid to be social)
  - These tools will cause people to **waste time**
  - How can I **control** the time people spend using these tools
  - People will use these tools for **non-business** activities (how to control)
  - These tools **cost** more than the benefit they bring

HR

- I want the benefits of
  - Being able to attract talent because of the quality of our toolsets
  - Being able to retain talent because of the quality of our toolsets
  - Culture-shaping through tools that stress transparency, equality, …
  - Employee efficiency from effective tools

- But I worry about
  - Personal Data issues
  - Liability issues around employee data and actions
  - Fear that people will say things they shouldn't
    - politically incorrect
    - Confidential
  - People will rail against the company
  - I will give a communications channel to the workers' councils

Manager

- I want the benefits of
  - Global coordination
  - Network-enabled team
  - Efficiency
  - Innovation

- But I worry about
  - I will lose the control that comes with hierarchy and owning the communication channel
    - I own information (this gives me power)
    - I filter information (this gives me control)
  - I will lose the automatic credibility and reputation that comes from position
  - My staff will surpass me in visibility, credibility, reputation

Employee

- I want the benefits of
  - Greater visibility for myself
  - Greater access to information; transparency from my company
  - Greater access to resources, expertise, and information

- But I worry about
  - That what I say and do **can be used** against me
  - That what I say and do **won't be used** in my favor
  - That I will be pressured to participate and judged badly if I don't
  - What others say and post about me, and my ability to control what is said
  - The tags and ratings others attach to me or my content
  - That my confidential information will be compromised, made visible

- Content
- Activity Stream
- Presence and Usage logs
- Activity / Reputation ranking

Perceived and Real Issues

Real Issues

- Employee Rights Issues
- Personal data protection issues
- Company Liability for
    - Employee Rights issues
    - Personal Data Protection issues
- Control challenge for managers
- Confidentiality concerns
- Workers' Council issues

Perceived Issues

- There is no clear ROI/Business Justification
- E20 is a waste of time
- Inappropriate content
- Accuracy of Information
- Participant's Age or Ability
- Unsupportive Culture
- Controlling the content
- Information Overload
- Employees will abuse system and waste time

On Issues and Solutions

- It's all about People
  - Most issues are emotional – regardless of the subject
  - And while all of these issues are real…
  - None of them are new
    - Think, "How do you deal with this situation now? The answer with social software is the same."
  - But the speed and ease of web 2.0 makes the risk and the need to address them more urgent

- Solutions can be found to all of these issues
  - The solution will be specific or adapted to your organization based on
    - Culture
    - Legal context / global context
  - Not all issues need to be addressed before you go-live

Addressing Real Issues

Real Issues

- Employee Rights Issues

- Personal data protection issues

- Company Liability for
  - Employee Rights issues
  - Personal Data Protection issues

- Control challenge for managers

- Confidentiality concerns

- Workers Council issues

These issues largely concern HR and Legal

Address them through a governance organization composed of HR, Communication, IT, and Business (Legal works for HR and/or IT)

Approach :
- Sit-down with the Legal and HR,
- explain to them the context,
- give examples of what others are doing,
- make it their job to take a position on the issues and to implement the policy (this tends to calm their enthusiasm for significant effort)

Addressing Perceived Issues

Address issues directly with stakeholders
- Anticipate the issues (create your list)
- Have prepared answers
- Refer to the real experiences of others

Create and Champion policy decisions that support "Open"
- Open means trusting users first and controlling only when the problem has become real
- Evaluate the real risk and potential impact. It is often less than we think

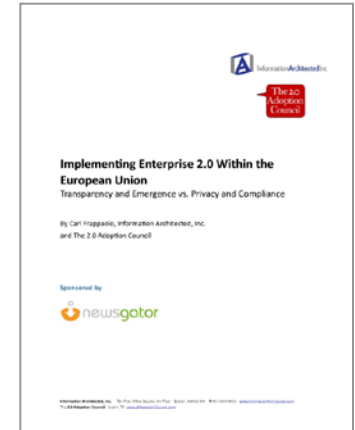Use senior champions to carry your message of openness

In general :
- Use the community to monitor and auto correct
- Report on issues that are not sufficiently addressed by the community

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The Legal Context

- **Global Context**
  - There is no common international law on these issues
    - What is sensitive data
    - Obligation regarding workers' councils
    - Corporate liability
  - There are regional and bi-lateral agreements
  - Your company will have to decide how it will address these issues

- **Workers' Council Issues**
  - Rules appear most strict in Germany
  - Any change to work environment or terms of work require Workers' Council approval (councils are very fragmented, so have to deal with many)

- **Personal Data Protection**
  - Since users post their own information, this is not usually an issue
  - Logs information that the user does not see cannot be used to gather information on individual behavior or actions

See the 2.0 Adoption Council report on "Implementing Enterprise 2.0 Within the European Union" available for free at Newsgator.com

http://www.newsgator.com/companyinfo/press/archive.aspx?post=204

Managing Correct Behavior

- Have a user charter
  - Always best if existing charter is used
  - Any new charter needs to be approved by workers councils
  - Keep rules light, common sense, and avoid "legalese" and "fear"

- Employee Rights
  - Must have ability to correct and request the removal of content
  - Have a system for raising "whistle blowing" alerts to incorrect behavior
  - Go overboard in reassuring users
  - Have clearly stated policies on how participation (or lack of) will not be used in performance evaluations, etc.
  - Address real concerns about them feeling pressured to participate

Questions